



103

GOALS

● Draft ● Not started ● On Track ● Behind ● Overdue ● Complete → Direct Alignment ----> Indirect Alignment

CITY OF KINGMAN, AZ PLAN

1. IMPROVED CITY SERVICES & LIVABILITY

Historic Co...	Goal	Details	Update	Owner	Start ...	Due D...
46% 30% ahead	1.1 Increase city beautification score on citizen survey by 10% annually over the next 5 years.	Progress is determined by child goals. The Citizen Survey will be added in annually as a remark in the progress update comments.		City Manager	06/30/2020	06/30/2025

→ 1.1.2 Increase beautification education, outreach programs by 10%: 100%

58%
58.33 / 100%
58% ahead

Progress:: The Community Development Department as well as the Community Risk Reduction Division of the Fire Department are in the process of needs identification and analysis based on the types of responses and needs for education to isolate the risk groups within the city of Kingman in order to focus education efforts and program development where it is needed the most and can obtain the most beneficial return on investment. The focus on risk groups have utilized national trends and narrowed down to focus groups within the city.

Next Steps:: The department was selected to participate in the National Fire Protection Association pilot program to build a digital community risk assessment (CRA) tool. Aligned to **NFPA 1300, Standard on Community Risk Assessment and Community Risk Reduction Plan Development**, the tool, or “dashboard,” enables community leaders to gain valuable insights and make data-informed decisions around fire prevention and other risk-reduction activities in their communities. As a participant in the pilot program, the department will have free access to the dashboard, which includes customized visualizations (maps, charts, graphs) that illustrate each community’s risks and hazards across a variety of categories such as demographics, geography, building stock, economics, infrastructure, and event loss history. The dashboard also provides a snapshot of local capacity for risk reduction activities with information about public safety response agencies and community service organizations. In addition to dashboard access, participants will be provided rich networking and professional development opportunities with other communities engaged in CRR.

→ 1.1.3 Decrease compliance time
frames by 25%: 100%

55%
55 / 100%
55% ahead

Progress:: This program has been implemented effective January 1, 2021 for weed abatement. The 2021 weed management program has been developed breaking the city into 4 specific management zones. ZONE 1: Red South of 1-40 and West of Stockton Hill Rd. to where Andy Devine and Stockton Hill Rd intersect. This area includes Southside and the city limits on both sides of Hwy 93. ZONE 2: Blue North of 1-40 and West of Stockton Hill Rd. to the Northern boundary, which includes both sides of Stockton Hill Rd. ZONE 3: Orange North of the intersection of 1-40 and Stockton Hill Rd. to Gordon Rd. and includes both sides of Andy Devine North of 1-40. ZONE 4: Green East of Andy Devine and South of 1-40 and both sides of Hualapai Mountain Rd. to city limits. Historically, each zone averages the same amount of weed complaints annually and each year the assigned personnel will rotate from bottom to top, i.e. The 2022 Weed Season, Dan will be responsible for Zone 1 and Mac for Zone 2 with Oscar and Sean becoming the back-ups.

Next Steps:: The decrease in time frames will be analyzed based on the program parameters and turnaround for complaints received to review. This will allow workload to be dispersed among personnel and work load to be managed based on available resources. It is expected that weed complaints and efforts will increase in 2nd quarter 2021 based on weather and growth.

<p>39% 1.17 / 3 Milestone(s) 1 Milestone(s) ahead</p>	<p>→ 1.1.4 Create a community volunteer service program for citizen assistance: 3 Milestone(s)</p>	<p>Milestone 1 - Refine program Milestone 2 - Public Outreach Milestone 3 - Implementation</p>	<p>Progress:: Continuing to discuss program formation and community partnering opportunities with Clean City Commission. Have been contacted by NUCOR Steel on opportunities to partner on projects. Also assembling a list of local service organizations to partner with.</p> <p>Next Steps:: Continue refining program outline, determine resources needed to implement, and prepare for future Clean City Commission presentations. Identify and contact corporate, non-profit, and service organizations to partner with.</p>	<p>Public Works Director</p>	<p>06/30/202006/30/2025</p>
<p>25% 61.5 / 66% 2% ahead</p>	<p>→ 1.1.5 Increase beautification through signage throughout the city: 60% to 66%</p>			<p>City Manager</p>	<p>06/30/202006/30/2025</p>
<p>40% 1.2 / 3 Event(s) 1 Event(s) ahead</p>	<p>→ 1.1.6 Add 3 community clean-up events: 3 Event(s)</p>	<p>Coordinate with Clean City Commission and local service groups</p>	<p>Progress:: A cleanup event has been scheduled for March 18, 2021. Continue to review calendar of events with the Clean City Commission.</p> <p>Next Steps:: Prepare action items for future Clean City Commission meetings and conduct public outreach to attract new partners for community cleanup events.</p>	<p>Public Works Director</p>	<p>06/30/202006/30/2021</p>

<div>56%</div> <div>56.33 / 100%</div> <div>56% ahead</div>	<div>1.1.1 Increase code enforcement contacts by 10%: 100%</div>	<p>Progress:: The year 2020 yielded over 85% compliance for weed abatement and a less than 5% that were turned to City Attorney for further action and enforcement. The weed abatement program has been revised as described in 1.1.2 was implemented January 1, 2021</p> <p>Next Steps:: The proactive efforts to increase compliance rates will continue and focus on the 2021 weed abatement season and processes.</p>	Police Chief	06/30/202006/30/2025
<div>61%</div> <div>45% ahead</div>	<div>1.2 Increase participation in recreation programs by 5% annually over next 5 years.</div>	<p>Progress:: offered and completed holiday activities: Santa's Calling, Breakfast with Santa, and letters to Santa. Family Bingo and dance classes added.</p> <p>Next Steps:: push for next season/year. continue to push for events and classes.</p>	Parks and Recreation Director	06/30/202006/30/2025
<div>58%</div> <div>58 / 100%</div> <div>58% ahead</div>	<div>1.2.1 Better promotion through advertising: 100%</div>	<p>Progress:: Loss seasonal brochure publication due to timeline restraints and print facility limitations</p> <p>Next Steps:: attempt to have better timing next season/year</p>	Parks and Recreation Director	06/30/202006/30/2021
<div>73%</div> <div>72.67 / 100%</div> <div>73% ahead</div>	<div>1.2.2 Add/expand additional programs: 100%</div>	<p>Progress:: added additional fall dance technique classes through December. YC</p> <p>Next Steps:: revamp dance program.</p>	Parks and Recreation Director	06/30/202006/30/2021
<div>53%</div> <div>53 / 100%</div> <div>53% ahead</div>	<div>1.2.3 Increase health and wellness activities by 10%: 100%</div>	<p>Progress:: continue to offer fitness courses, youth dance, volleyball. Canceled Adult Basketball.</p> <p>Next Steps:: continue to advertise and plan for next season/year</p>	Parks and Recreation Director	06/30/202006/30/2025
<div>48%</div> <div>33% ahead</div>	<div>1.3 Decrease preventable multi-modal traffic incidents in the city by 10% annually over the next 5 years</div>		Public Works Director	06/30/202006/30/2025

<div>56%</div> <div>56.33 / 100%</div> <div>56% ahead</div>	<div>→ 1.1.1 Increase code enforcement contacts by 10%: 100%</div>	<p>Progress:: The year 2020 yielded over 85% compliance for weed abatement and a less than 5% that were turned to City Attorney for further action and enforcement. The weed abatement program has been revised as described in 1.1.2 was implemented January 1, 2021</p> <p>Next Steps:: The proactive efforts to increase compliance rates will continue and focus on the 2021 weed abatement season and processes.</p>	<div>Police Chief</div> <div>06/30/202006/30/2025</div>
<div>50%</div> <div>50 / 100%</div> <div>50% ahead</div>	<div>→ 1.3.1 Identify and implement protective/permissive left turn movements at signalized intersections: 100%</div>	<p>Progress:: Awarded contract to Traffic Engineering consultant to evaluate remaining permissive left turn intersections, work underway.</p> <p>Next Steps:: Prioritize intersections for evaluation, and prepare project estimates for funding requests.</p>	<div>Public Works Director</div> <div>06/30/202006/30/2025</div>

<div>61%</div> <div>61 / 100%</div> <div>61% ahead</div>	<div> <div>→ 1.3.2 Increase public outreach/education for heavy traffic and congested areas: 100%</div> <div> <div>Progress:: Working with KPD and Traffic Safety Committee on updated signage in the corridor.</div> <div>Continue to provide assistance and support to KPD.</div> <div>(Show history)</div> <div>(Show history)</div> <div>Challenges:: No value</div> <div>Next Steps::</div> <div>Continue to provide assistance and support to KPD.</div> <div>Next Steps::</div> <div>Continue to provide assistance and support to KPD.</div> </div> </div>	<div>Public Works Director</div> <div>06/30/202006/30/2021</div>
<div>25%</div> <div>25 / 100%</div> <div>25% ahead</div>	<div> <div>→ 1.3.3 Increase law enforcement presence in Stockton Hill Corridor: 100%</div> </div>	<div>Police Chief</div> <div>06/30/202006/30/2021</div>

<div>0%</div> <div>0 / 1</div> <div>Application(s)</div> <div>-</div>	<div>↳ 1.3.4 Continue pursuing grant applications for safety improvements and utilize WACOG Safety Plan to prioritize HSIP grant applications: 1 Application(s)</div>	<div>Progress:: Continuing to work closely with ADOT and WACOG on current and future Highway Safety Improvement Projects (HSIP).</div>	Public Works Director	06/30/202006/30/2021
		<div>(</div> <div>Next Steps:: Stockton Hill Safety Corridor project currently being re-scoped and prepared for re-bid, initial bids exceeded project funding</div> <div>Six Road Safety project Intergovernmental Agreement is under review.</div> <div>Continue project development through the WACOG TAC working group.</div>		

2. MODERNIZATION

Historic Co...	Goal	Details	Update	Owner	Start ...	Due D...
66% 50% ahead	2.1 Increase customer responses of surveys by 2% per year for 5 years			City Manager	06/30/2020	06/30/2025
66% 63.95 / 66% 4% ahead	<div>↳ 2.1.1 Utilize multiple messaging systems to reach public; i.e. digital message, social media, public speaking engagements: 60% to 66%</div>		<div>Progress:: Continued increase in Facebook followers</div> <div>Next Steps:: Keep posting and boosting posts</div>	City Manager	06/30/2020	06/30/2022

2.2 Reduce water loss in the water system by 10% each year for 5 years

Progress:: AWWA Water Loss Audit has been finalized.

Public Works Director 06/30/202006/30/2025

69%
53% ahead

Next Steps:: Use audit results to identify non-revenue water issues and prioritize system improvements.

→ **2.2.1 Replace at least 1000 old meters with digital water meters: 100%** Into City residents annually.

Progress:: Replaced 400 meters
Procured 1,500

Public Works Director 06/30/202006/30/2021

57%
57.5 / 100%
58% ahead

(

Next Steps:: Preparing another purchase in spring of 2021 of approximately 1000 meters.

→ **2.2.2 Identify financing mechanism to fund \$5m for digital meters.: 1 Milestone(s)**

Progress:: The FY21 Adopted Budget and 5-Year Capital Improvement Plan includes five years of funding for digital meter purchases. The cost of the program over the 5-year period is \$1,500,000 - \$300,000 per year. The program is currently funded utilizing cash reserves.

Financial Services Director 06/30/202006/30/2021

100%
1 / 1
Milestone(s)

Next Steps:: The next steps for this goal are to ensure there continues to be funding source for this program in years 2 - 5.

<div>50%</div> <div>63 / 66%</div> <div>3% ahead</div>	<div> <div>→ 2.2.3 Implement recommendations and findings of the Advanced Metering Infrastructure (AMI) propagation study: 60% to 66%</div> </div>	<div> <div>Progress:: AMI Propagation Study completed: Initial smart meter procurement complete, 1,500 in stock</div> <div>400 installed to date.</div> </div> <div> <div>Next Steps:: Complete installation of smart meters in stock.</div> <div>Preparing purchase of approximately 1,000 more smart meters.</div> </div>	<div>Public Works Director</div> <div>06/30/202006/30/2021</div>
<div>64%</div> <div>48% ahead</div>	<div> <div>2.3 Migrate 25% of fleet towards 10+% more fuel efficient vehicles within 5 years</div> </div>	<div> <div>Progress:: Will continue to work through the budgeting process to fund fleet replacement.</div> </div> <div> <div>Next Steps:: Implementing current year vehicle replacements and auctioning off old surplus fleet.</div> </div>	<div>Public Works Director</div> <div>06/30/202006/30/2025</div>
<div>30%</div> <div>30 / 100%</div> <div>30% ahead</div>	<div> <div>→ 2.3.1 Replacement of light duty units to maintain fleet with average of 50,000 miles and 5 years of age: 100%</div> </div>	<div> <div>Progress:: Implementing current year vehicle replacements</div> <div>Next Steps:: Meeting with Finance to develop and implement vehicle replacement policy and funding source.</div> </div>	<div>Public Works Director</div> <div>06/30/202006/30/2025</div>

<div>0 / 0</div> <div>-</div>	<div>→ 2.3.2 Complete right-sizing of fleet to determine appropriate job duty classifications and utilize for selection of replacement units 0</div>	<div>Progress:: Developed vehicle code class list. Held training on vehicle maintenance system implementation.</div> <div>Next Steps:: Soliciting proposal for consultant for Fleet Operations. Complete integration of fuel management and fleet maintenance systems.</div>	<div>Public Works Director</div> <div>06/30/202006/30/2025</div>
<div>61%</div> <div>63.63 / 66%</div> <div>4% ahead</div>	<div>→ 2.3.3 Maintain current fleet to increase fuel efficiency: 60% to 66%</div>	<div>Progress:: Implemented new fuel management system.</div> <div>Next Steps:: Develop and implement preventative maintenance program to address fuel mileage.</div>	<div>Public Works Director</div> <div>06/30/202006/30/2021</div>
<div>66%</div> <div>65.67 / 100%</div> <div>66% ahead</div>	<div>→ 2.3.4 Driver education on fuel efficient driving, carpooling, etc.: 100%</div> <div>Will be working with other department heads on this goal</div>	<div>Progress:: Installed new fuel maintenance software that will allow the identification of high fuel users.</div> <div>Next Steps:: Compile data and develop educational information.</div>	<div>Public Works Director</div> <div>06/30/202006/30/2025</div>

63% 47% ahead	2.4 Verify the accuracy of 10% of the city's GIS information each year		Progress:: Verification of GIS data is ongoing and on track Next Steps:: GIS data will continue to be verified and checked for accuracy	Engineer	06/30/202006/30/2025
6 / 0 Inspection(s) 6 Inspection(s) ahead	→ 2.4.1 Field verify city assets including sewer, water, streetlights, traffic signals, stormwater, survey monuments, and 911 system addressing points 0 Inspection(s)	To track inspections cumulatively.	Progress:: Providing assistance to Engineering staff as requested. Next Steps:: Continue to provide assistance to Engineering staff as requested.	Public Works Director	06/30/202006/30/2021
25% 25 / 100% 25% ahead	→ 2.4.2 Update GIS maps: 100%		Progress:: Work on this goal is on track. Next Steps:: Continue with verification updates and publishing.	Engineer	06/30/202006/30/2021

3. ECONOMIC PROSPERITY

Historic Co...	Goal	Details	Update	Owner	Start ...	Due D...
68% 52% ahead	3.1 Increase economic development score on citizen survey by 10% annually over the next 5 years.		Progress:: The Economic Development team uses it social media sites to share wins that affect the City of Kingman and have also been very active with working on completing various aspects of the Economic Development Plant. We believe that these steps will lead to an increase in the Economic Development Score on the citizens survey once administered. Next Steps:: We will continue to look at promoting Kingman's progress and look at way of receiving positive feedback from the public.	Economic Development Director	06/30/202006/30/2025	
74% 74 / 100% 74% ahead	→ 3.1.1 Increase economic development score on citizen survey by 10% annually over the next 5 years.: 100%			Economic Development Manager	06/30/202006/30/2021	

<div>55%</div> <div>55 / 100%</div> <div>55% ahead</div>	<div>→ 3.1.2 Better communicate Economic Development statistics: 100%</div>	<p>Progress:: We continue to share Economic Development successes with the City Manager at monthly meetings and through weekly reporting.</p> <p>Next Steps:: Although the Economic Development team is very busy, they will continue to share any and all positive feedback they are getting to the City Manager, City Council and to the Economic Development Advisory Commission.</p>	<div>Economic Development Director</div> <div>06/30/202006/30/2021</div>
<div>75%</div> <div>74.67 / 100%</div> <div>75% ahead</div>	<div>→ 3.1.3 Actively pursue retail attraction and implement retail visitation program: 100%</div>		<div>Economic Development Manager</div> <div>06/30/202006/30/2021</div>
<div>69%</div> <div>53% ahead</div>	<div>3.2 Increase median household income by 3% more than Mohave County's median household income annually for next 5 years.</div>	<p>Progress:: The Economic Development (ED) team has added six new projects to their list of companies interested in doing business in Kingman. The ED team has submitted over five projects recently to the AZ Commerce Authority in hopes those businesses will consider bringing their companies to the Kingman area.</p> <p>Next Steps:: I will continue to follow up with the ED team on the status of prospective companies they have reached out to and sent information to.</p>	<div>Economic Development Director</div> <div>06/30/202006/30/2025</div>

→ 3.2.1 Identify opportunities for better paying jobs and work with those employers in training by contacting a minimum of 10 existing or new businesses on a monthly basis (Strategy 9 from ED Master Plan): 120 Business(es)

60%
72 / 120
Business(es)
18 Business(es)
behind

Progress:: Staff has been actively touching bases with existing businesses at the Kingman Industrial Park throughout January 2021. Not only are we being proactive but we are also quick to respond to any questions, needs or issues that our current companies may reach out to us for.

Site visitation occurs on a weekly basis. We do this to make new contacts and retain communication with existing business contacts. Site visits include, informing businesses of new programs and checking with businesses to see if there are any other areas that our team can assist with that we may not have thought of.

Staff has also been active with Local First Arizona about programs they offer related to business incubator programs and assisting people who are interested in starting a business.

Next Steps:: Staff has started a new program to help businesses that are having issues with paying City utilities due to the issues that have come about during the COVID--19 pandemic.

→ 3.2.2 Economic Development Team will contact businesses that will benefit the Kingman area or need our location information regarding moving their companies to our area.: 26% to 100%

63%
72.99 / 100%
47% ahead

Progress:: Staff has organized all City owned Industrial property. Staff has also worked with brokers to organize a list of privately owned Industrial Park real estate. We market these properties on our City Economic Development website. We also have marketing brochures completed so we can quickly submit to potential prospects looking at the Kingman Industrial Park. These tools have been instrumental in getting the requested information to potential businesses. In addition, it has enabled us to show these businesses the value proposition in locating to the Kingman Industrial Park. We are at pace to meet our goals of contacting businesses which will in turn lead to businesses making the decision to locate here.

Next Steps:: Continue to keep the required pace up in attracting businesses to Kingman. This pace has led to the location of another project that staff will be announcing in late February or early March.

Economic Development Manager 06/30/202006/30/2021

→ 3.2.3 Continue to offer resources and tools for businesses to locate to Kingman (ie. employee, streamlined permitting, State incentives): 100%

72%
72.33 / 100%
72% ahead

Progress:: The Economic Development (ED) team continually updates their website and Facebook pages with incentive programs that current businesses can utilize and that prospective companies can learn about. Social media sites are monitored daily. ED staff reaches out on a daily, weekly and as needed basis to businesses to ensure they are aware of resources that the City offers.

Next Steps:: To maintain open lines of communication with current businesses and be ready as prospective companies inquiry about what Kingman has to offer.

Economic Development Director 06/30/202006/30/2021

→ 3.2.4 Maintain current website information for Economic Development, Airport, and Tourism: 100%

64%
64 / 100%
64% ahead

Progress:: The social media presence has grown considerably in the last few months with a lot of excitement about new businesses opening or expanding in Kingman. This can be said about both the Economic Development website and Facebook page in addition to the Kingman Tourism social media sites. Staff is also making it a priority to ensure that there are no missing or dead links on the social media sites.

Next Steps:: Continue to monitor all social media sites to ensure information is fresh and accurate. We will strive to add updated information that will entice people to visit and do business in Kingman.

Economic Development
Director 06/30/202006/30/2021

→ 3.2.5 Implement new marketing material with new brand: 100%

84%
84.4 / 100%
84% ahead

Progress:: The City of Kingman's new logo has been put on City buildings, vehicles, social media sites, websites and letterhead.

Next Steps:: We are working on putting the new logo on monument signs coming into the Kingman area.

Economic Development
Director 06/30/202006/30/2021

3.3 Help Mohave Community College and high schools increase graduation rates by 5% for the next 5 years

64%
48% ahead


Progress:: Staff has been participating in the Northwest Attainment Kingman Hub meetings.

The key strategies and goals for the region are listed below.

Pillar 1: EARLY CHILDHOOD THROUGH HIGH SCHOOL

1. Emphasize high school graduation and promote best practices for certificate, college, and career readiness.
2. Support students through a pathway to certificates, college, and career.

Economic Development
Director 06/30/202006/30/2025



Pillar 2: POSTSECONDARY ACCESS AND SUCCESS

1. Through policy and innovation, work collaboratively to address barriers to credential and degree completion.
2. Ensure pathways and options for education beyond high school are available to all.
3. Champion strategies to make postsecondary educational options more affordable.

Pillar 3: WORKFORCE AND BUSINESS DEVELOPMENT

1. Attract businesses to Arizona with well-educated and highly skilled workers and jobs.
2. Promote businesses with proven success in fostering certificate and degree completion among employees.
3. Develop and expand partnerships between industries and educational providers to align current and future workforce needs.

Pillar 4: SYSTEMS AND STRUCTURES

1. Utilize metrics and data systems to support thoughtful partnerships and collaboration in pursuit of the 60 percent post high school attainment goal.
2. Increase public awareness of the options and value of pathways for education beyond high school.

Next Steps:: Attend the next Northwest Attainment Kingman Hub meeting in November of 2020

→ **3.3.1 Participate at all events and meetings that involve the subject of graduation rates 0%**

Due to COVID-19 the meeting and event schedules are not 100% confirmed at this stage. Tracking of these meetings and events will be done on an on-going basis.

Progress:: Staff has been involved with Achieve 60, Expect More Arizona and College Success and Expect More AZ. A few weeks ago, we got the message that these three organizations were going to merge into one organization. This merge will be better since there will be just one group focusing on a set of goals with subsets focused on particular areas such as high school graduation rates.

One of the current metrics is a "progress meter" which has third grade reading, grad rates, early childhood, 8th grade math, and post secondary attainment.

Next Steps:: Staff will participate where we can and ask for updates to the discussion these groups are having.

Economic Development Director 06/30/202006/30/2021

60 / 0%
60% ahead

3.4 Increase livability score on the citizen survey by 10% annually for the next 5 years.

67%
51% ahead

Progress:: Staff has made major strides with adding new retail businesses since the implementation of a Retail Economic Development Manager. These new additions to the community will result in an increase to the livability score.

Next Steps:: Continue to market the Kingman area for future retail which will likely see growth coming out of the pandemic. Also Kingman is set to build two future I-40 interchanges that will be have a retail component and potential for new land development opportunities for major, national retail businesses that survive the current retail instability.

City Manager 06/30/202006/30/2025

→ **3.4.1 Increase funding for
downtown grant programs: 100%**

80%
80 / 100%
80% ahead

Progress:: Our department programs have increased funding for business support programs that have a strong focus on the downtown area:

- **Parklet/Pedlet and Façade Programs:**

Increased additional funding into these programs

- **Tourism Facebook Marketing Grant:**

launched 7/24/2020

- **\$10,000 budgeted**, \$200 per campaign (50 campaigns)
- **Strategic goals and objectives:** Increase 1- Visitation, 2-Return Visitation, 3-Visitor Spending
- Two participants to date

- **Chamber Co-Op Shop Local Program**, to drive sales at locally owned businesses and support the Chamber's mission to build their membership. Launched Sept 27th

- **Local First AZ** membership subsidies. Launched September 9th

- **Hownd:** Re-open businesses successfully with more customers and more revenue. Launched in October.

- **SeeSource:** Identify and target mobile advertiser ID's with digital advertising, including media types such as display, native, video, radio & connected TV. Data collection occurring now, advertising expected to launch in October.

Next Steps:: Continue running programs and use our newly created social media accounts to create awareness for them.

Economic 06/30/202006/30/2021
Development
Director

→ **3.4.2 Attend retail conferences
to network and attract retailers
to Kingman, AZ: 100%**

54%
54 / 100%
54% ahead

Progress:: Due to Covid-19 and the cancellation of the retail conference, staff was not able to attend this event this fiscal year.

Next Steps:: Events will be budgeted for in the next fiscal year in anticipation that COVID issues will subside.

Economic 06/30/202006/30/2021
Development
Director

3.5 Increase tourist visits to Kingman by 5% for the next 5 years

57%
41% ahead

Progress:: The rebranding has begun as stated earlier with the new logo being added in many areas throughout the City. The tourism team is working on billboard images with photographers and videographers. The goal is always to bring in travelers to Kingman with billboards and monument signs.

Next Steps:: The tourism team works diligently to ensure they are tapping in to all ways of marketing Kingman to tourists via social media apps and the internet.

Economic Development
Director 06/30/202006/30/2025

17%
16.52 / 100%
17% ahead

→ **3.5.1 Advertise a Route 66 International event (Strategy 5.2 from Brand Development Strategies Plan): 100%**

Progress:: Updating Tracking to 0%. No tasks relative to marketing have begun.

Next Steps:: Continue with event development.

Tourism Services
Manager 06/30/202006/30/2021

68%
2.72 / 4
Milestone(s)

→ **3.5.2 Get control of railroad property to create park on Route 66 (ED Master Plan Strategy 25): 4 Milestone(s)**

Milestone 1 - Prepare request
Milestone 2 - Send request to Railroad (sent in end of June)
Milestone 3 - Gain approval
Milestone 4 - Negotiations, lease costs, environmental surveys, etc.

Progress:: The Economic Development team reached out numerous times to BNSF railroad in hopes that the City could acquire some land however, that was not possible. The goal is to utilize a current park which will work very well.

Next Steps:: Stay on track with moving this project forward.

Economic Development
Director 06/30/202006/30/2021

69%
69.17 / 100%
69% ahead

→ **3.5.3 Develop new marketing materials with new brand: 100%**

Progress:: This goal has been completed.

Next Steps:: Look for additional areas to advertise our new logo via new marketing materials.

Economic Development
Director 06/30/202006/30/2021

→ 3.5.4 Increase tour bus promotion and additional tourism related activities: 100%

75%
75 / 100%
75% ahead

Progress:: On Dec 21, 2020 Kingman registered for the 2021 virtual Go West Summit, held the first week of March. This annual event is an opportunity for destinations to meet with tour operators and media marketing destinations in the American West to international markets. On January 25, 2021 the appointment selection process opened.

Next Steps:: Our next steps are to research tour operators and media representatives registered for the conference, identify which may have an opportunity to incorporate Kingman, and pull together information to present in appointments.

Tourism Services Manager 06/30/2020 06/30/2021

4. COMMUNICATION AND TEAMWORK

Historic Co...	Goal	Details	Update	Owner	Start ...	Due D...
62% 46% ahead	4.1 Increase confidence in city government score on citizen survey by 10% annually for the next 5 years.			City Manager	06/30/2020	06/30/2025
53% 53.33 / 100% 53% ahead	→ 4.1.1 Create public information videos (what we do, how we do it): 100%		<p>Progress:: Supplying information on Pavement Preservation program for public outreach campaign.</p> <p>Produced video on Downtown Infrastructure Design project. Also hosted a virtual stakeholder and public meeting on this project.</p> <p>Next Steps:: Post Transit Study Council presentation to project website.</p>	City Manager	06/30/2020	06/30/2021
62% 63.71 / 66% 4% ahead	→ 4.1.2 Follow-up with citizens on their complaints and concerns: 60% to 66%			City Manager	06/30/2020	06/01/2021
55% 6.05 / 11 Report(s) 2 Report(s) behind	→ 4.1.3 Post City Manager reports to social media: 11 Report(s)		<p>Progress:: Dec and January posted... now updated.</p> <p>Next Steps:: Wait for next months to post</p>	City Manager	07/31/2020	06/30/2021
50% 63 / 66% 3% ahead	→ 4.1.4 Publish performance metrics and actions to website and social media: 60% to 66%			City Manager	06/30/2020	06/30/2021

88% 65.28 / 66% 5% ahead	→ 4.1.5 Frequent reminders of how to find information: 60% to 66%			City Manager	06/30/202006/30/2021
40% 24% ahead	4.2 Increase internal communication score on employee survey by 5% annually for the next 5 years.			City Manager	06/30/202006/30/2025
51% 50.6 / 100% 51% ahead	→ 4.2.1 Senior leadership team dissemination of weekly organization management updates: 100%		Progress:: Communication from leadership team has been outstanding. Great improvement has been seen throughout departments. Next Steps:: Continue focus on sharing and providing resources and content.	Human Resources and Risk Management Director	06/30/202006/30/2021
42% 41.67 / 100% 42% ahead	→ 4.2.2 Soliciting team feedback on management reports: 100%		Progress:: Great first quarter feedback. Next Steps:: Continue to provide data, resources and solicit feedback from leadership on programs and reports.	Human Resources and Risk Management Director	06/30/202006/30/2021
66% 63.95 / 66% 4% ahead	→ 4.2.4 Distribute City Manager weekly reports to city team: 60% to 66%			City Manager	06/30/202006/30/2021
0% 0 / 4 Meeting(s) 3 Meeting(s) behind	→ 4.2.3 City Manager holds "brown bag" lunches: 4 Meeting(s)			City Manager	06/30/202006/30/2021
37% 37.11 / 100% 21% ahead	4.3 Provide public outreach information beginning with 20 community events and increase by 5% annually for the next 5 years.: 100%	Identify events that are best suited for City representation and community outreach		City Clerk	06/30/202006/30/2025
28% 28 / 100% 51% behind	→ 4.3.1 Identify events that are best suited for City representation and community outreach: 100%	The goal is to identify 20 events along with results from the children goals.		City Clerk	06/30/202006/30/2021
83% 2.5 / 3 Milestone(s) -	→ 4.3.2 Create "booth design" and outreach materials for local community events: 3 Milestone(s)	Milestone 1 - Create booth and material designs Milestone 2 - Material Development Milestone 3 - Implementation/use	Progress:: Due to COVID-19 public outreach has been suspended. We have worked on the booth design and layout so that it is ready for when we are able to resume public outreach events. Next Steps:: Continue to monitor for lifting of restrictions and planning of events.	City Clerk	06/30/202006/30/2021
0% 79% behind	→ 4.3.3 Human Resource to host and attend various career events			Human Resources and Risk Management Director	06/30/202006/30/2021

31% 5 / 16 Activity(ies) 2 Activity(ies) ahead	4.4 Increase citizen engagement outreach with 16 activities each year which target event participation by 10% of the city's population.: 16 Activity(ies)			City Clerk	06/30/202006/30/2025
0% 0 / 5 Activity(ies) -	→ 4.4.1 Meet with school administrators to incorporate a civics presentation into the curriculum: 5 Activity(ies)	Identify, create and present grade level specific presentations	Progress:: No changes since school year started in August. Due to COVID-19 schools are limiting individuals who are allowed on campus. However school has resumed full time for students so there may be more opportunities to give presentations as the COVID numbers improve and schools become more accessible. Next Steps:: Will wait to see when outside people are allowed back on campuses and when the schools want presentations to resume for students. There is optimism that with schools resuming full time for students and COVID numbers decreasing that opportunities to give presentations at schools will become a reality in the near future.	City Clerk	06/30/202006/30/2021
50% 5 / 10 Activity(ies) 2 Activity(ies) behind	→ 4.4.2 Monthly presentations to civic organizations: 10 Activity(ies)	Identify, create and present civic presentations Month 1 (July - Sept) will be used for identifying, preparation, and creation of presentations	Progress:: Presented on December 3, 2020 and had Streets Supt. Jack Plaunty present about streets, funding, lack of funding, etc. Next Steps:: Will present in January and have City Manager address development fees.	City Manager	06/30/202006/30/2021
2% 0.022 / 1 Event(s) -	→ 4.4.4 Revamp City Services Expo to a family fun event (park, pools, games, slides, etc.): 1 Event(s)			City Clerk	06/30/202006/30/2021

→ 4.4.5 Continue seeking active/meaningful participation from community in stakeholder meetings: 100%

75%
74.67 / 100%
75% ahead

Progress:: The Kingman Fire Department will conduct its annual strategic planning session in November / December 2020 which will conclude the 5 year plan. The focus for community participation will include surveys distributed to various mediums including website, social media, and email links through all divisions of the department as well as the Chamber of Commerce to maximize the reach and participation to community members and stakeholders. This process will be utilized and increased in Spring 2021 as the development of the next 5 year plan will include the planned delivery of in person sessions as well as those delivery mediums included for 2020.

Next Steps:: The planning for the department strategic planning sessions will continue over the next six months to maximize participation from the community, its members, and stakeholders.

Police Chief 06/30/2020 06/30/2021

5. PARTNERSHIPS

Historic Co...	Goal	Details	Update	Owner	Start ...	Due D...
58% 43% ahead	5.1 Expand attainment of educational/workforce credentials and degrees			Human Resources and Risk Management Director	06/30/2020	06/30/2025
31% 31.33 / 100% 31% ahead	→ 5.1.1 Contact Mohave Community College Dean - ask to be part of each site council: 100%			Human Resources and Risk Management Director	06/30/2020	06/30/2021
50% 50 / 100% 50% ahead	→ 5.1.2 Attend each of the Mohave Community College (2) site council meetings: 100%			Human Resources and Risk Management Director	06/30/2020	06/30/2021
60% 60 / 100% 60% ahead	→ 5.1.3 Suggest curriculum needs to meet workforce demands: 100%			Human Resources and Risk Management Director	06/30/2020	06/30/2021

72% 71.83 / 100% 72% ahead	→ 5.1.4 Look for opportunity to partner with Mohave Community College and Kingman Unified School District for internship and vocational education: 100%			Human Resources and Risk Management Director	06/30/202006/30/2021
60 / 0 Meeting(s) 60 Meeting(s) ahead	→ 5.1.5 Continue active/meaningful participation in community stakeholder meetings each year (i.e. MCC, Mohave/La Paz workforce development, JTED, KAMMA) 0 Meeting(s)	Economic Development team are involved with the college, workforce, county etc. The team are members of these groups.	Progress:: I've participated in the County wide Mohave/Lapaz Workforce Development Board meetings on a quarterly basis. Staff from Economic Development Department attends Monthly KAMMA Meetings. Bennett and I have also regularly attended the MCC Strategic planning meeting and Business Advisory meetings. Next Steps:: Continue to make sure these future events are scheduled on our calendars.	Economic Development Director	06/30/202006/30/2021
58% 57.83 / 100% 42% ahead	5.2 Increase number of industrial/transportation/logistics jobs by 5% annually for the next 5 years.: 100%		Progress:: Staff is taking a look at supply chains and logistics virtual conference options that will be taking place in 2021. Next Steps:: Compare cost and availability of staff to attend. Once we determine the next best steps we will sign up.	Economic Development Director	06/30/202006/30/2025
100% 3 / 3 Conference(s) 3 Conference(s) ahead	→ 5.2.1 Register/attend Long Beach Logistics conference when announced/franchise conference/aviation and logistics conference: 3 Conference(s)		Progress:: Staff is looking at supply chain and logistics for virtual conference options that will be taking place in 2021. Next Steps:: Compare cost and availability of staff to attend. Once we determine the next best steps we will sign up.	Economic Development Manager	06/30/202006/30/2021
0% 0 / 1 Conference(s) -	→ 5.2.2 Participation in International Council of Shopping Centers each year: 1 Conference(s)		Progress:: The ICSC conference typically occurs in May and so it is uncertain if there will be a conference in 2021 due to many conferences being cancelled due to COVID-19. Next Steps:: Staff will continue to check the ICSC or monitor emails to see if there will be a conference in 2021.	Economic Development Manager	06/30/202006/30/2021

<p>71%</p> <p>71.33 / 100%</p> <p>71% ahead</p>	<p>→ 5.2.3 Maintain active contact with regional partners: 100%</p>	<p>Progress:: Staff or myself regularly attend various Zoom conference calls with sister city partners in Economic Development, Chambers and Tourism bureaus to discuss best practices and project ideas.</p> <p>Next Steps:: Maintain schedule that allows for continual participation in these discussions.</p>	<p>Economic Development Director</p> <p>06/30/202006/30/2021</p>
<p>60%</p> <p>60 / 100%</p> <p>60% ahead</p>	<p>→ 5.2.4 Update and maintain transportation logistics distribution marketing document annually (ED Master Plan Strategy 13 & 15): 100%</p>	<p>Progress:: ED Manager maintaining regular updates of marketing material.</p> <p>Next Steps:: Monthly reviews are on going.</p>	<p>Economic Development Director</p> <p>06/30/202006/30/2021</p>
<p>0%</p> <p>0 / 60 Check-In(s)</p> <p>9 Check-In(s) behind</p>	<p>5.3 Improve the ratio of healthcare professionals to citizens and veterans through our partnership with the Health Coalition each year for the next for 5 years: 60 Check-In(s)</p>	<p>Have at least 1 city representative actively involved with Health Coalition and conduct monthly check-ins.</p>	<p>City Manager</p> <p>06/30/202006/30/2025</p>
<p>0%</p> <p>0 / 12 Check-In(s)</p> <p>9 Check-In(s) behind</p>	<p>→ 5.3.1 Have at least 1 city representative actively involved with Health Coalition: 12 Check-In(s)</p>	<p>Monthly check-ins.</p>	<p>City Manager</p> <p>06/30/202006/30/2021</p>

5.4 Increase overall image score on citizen survey to good or excellent by 5% annually for the next 5 years.: 100% Update should include current survey results and a summary of action item 5.4.1

50%
50 / 100%
34% ahead

Progress:: New Kingman branded light pole banners have been added to the Stockton Hill Road commercial corridor. The banners will be changed out regularly to match the season. We are currently working on welcome signs for city entrances.

Work is also being done on the redesign of the Beale Street streetscape. Concepts for the streetscape have been presented to the City Council, stakeholders and the community. These presentations have included feedback opportunities from the stakeholders and the community.

Next Steps:: The next step in accomplishing this goal will be to finish the welcome sign design and have the signs made. As part of the welcome sign project, we will be designing landscaping for the new signs.

Take feedback from stakeholders and community members to complete the Beale Street streetscape design.

City Manager 06/30/2020 06/30/2025

→ **5.4.1 Purposeful self-promotion of city wins and positive results that impact community perception (perception>reality): 12 Month(s)** Monthly updates, including weekly employee highlight of outstanding achievements.

50%
6 / 12 Month(s)
3 Month(s) behind

Progress:: Discussing wins and positive results weekly with the Senior Leadership Team. Encouraging Departments to look for and promote good news items on social media posts and webpages.

Next Steps:: Continue to encourage Department to look for wins and herald them.

City Manager 06/30/2020 06/30/2021

6. CULTURE

Historic Co...	Goal	Details	Update	Owner	Start ...	Due D...
10% 5% behind	6.1 Increase employee participation in wellness activities by 20% annually for the next 5 years.			Human Resources and Risk Management Director	06/30/2020	06/30/2025

36% 36 / 100% 43% behind	→ 6.1.1 Leadership communicates wellness topics to their teams on a quarterly basis in a group setting: 100%		Human Resources and Risk Management Director	06/30/2020	06/30/2021
4% 3.57 / 100% 4% ahead	→ 6.1.2. Develop and implement more holistic wellness programs:: 100%		Human Resources and Risk Management Director	06/30/2020	06/30/2021
0% 0 / 100% -	→ 6.1.3 Financial wellness: 100%		Human Resources and Risk Management Director	06/30/2020	06/30/2021
60% 60 / 100% 60% ahead	→ 6.1.4 End-of-life (how to cope): 100%		Human Resources and Risk Management Director	06/30/2020	06/30/2021
60% 60 / 100% 60% ahead	→ 6.1.5 Overhaul mental health: 100%		Human Resources and Risk Management Director	06/30/2020	06/30/2021
6% 5.56 / 100% 6% ahead	→ 6.1.7 Intranet implementation and access: 100%		Information Technology Director	06/30/2020	06/30/2021
0% 16% behind	6.2 Increase dependent participation in wellness activities by 5% annually for the next 5 years.		Human Resources and Risk Management Director	06/30/2020	06/30/2025
60% 60 / 100% 60% ahead	→ 6.2.1 Offer discounts to city employees and their dependents for participating in city activities and programs (parks and rec programs, golf, leagues etc.): 100%		Human Resources and Risk Management Director	06/30/2020	06/30/2021
42% 26% ahead	6.3 Improved citizen satisfaction with city employee contacts by 10% annually for the next 5 years		City Manager	06/30/2020	06/30/2025
83% 12.5 / 15 Department(s) 13 Department(s) ahead	→ 6.3.1 Provide business/contact cards to all employees to provide during citizen contacts: 15 Department(s)	Order cards for each department to distribute. Goal will be measured by ensuring distribution to each department.	City Clerk	06/30/2020	06/30/2021
60% 60 / 100% 60% ahead	→ 6.3.2 Provide training to empower employees to go the extra mile during citizen contacts/create contacts: 100%		Human Resources and Risk Management Director	06/30/2020	06/30/2021

0% 16% behind	6.4 Increase employee participation in employee engagement survey to 80% within 3 years	Human Resources and Risk Management Director	06/30/202006/30/2025
60% 60 / 100% 60% ahead	→ 6.4.1 Communicate appreciation for receiving completed surveys: 100%	Human Resources and Risk Management Director	06/30/202006/30/2021
18% 2% ahead	6.5 Increase employee satisfaction by 5% annually for the next 5 years	City Manager	06/30/202006/30/2025
7% 7.01 / 100% 7% ahead	→ 6.5.1 Evaluate and prioritize prior survey results, then tailor response activities to address deficiency in employee satisfaction: 100%	Human Resources and Risk Management Director	06/30/202006/30/2021
29% 28.61 / 100% 29% ahead	→ 6.5.2 Celebrate our wins: 100%	Human Resources and Risk Management Director	06/30/202006/30/2021